

CHAPTER 3

MANAGEMENT

Until now, you have probably been a specialist in the ship's store or in one of the service activities. But as you advance, your duties will take you into the broader fields of management. By the time you make chief, you should be qualified to manage an entire resale activity. You may find yourself serving afloat on a large ship with two or more retail stores and a complete range of service activities to manage, or you may be assigned to a small ship with only one retail store and one or two service activities. You may also be assigned to shore duty in a Navy exchange or in a commissary store.

If you are serving aboard ship, you will most likely supervise all the ship's store operations. This chapter is primarily applicable to the afloat situation. However, many of the principles discussed in this chapter will be valuable to you even if you are assigned to shore duty where you may manage only one or two phases of an operation. For example, you may be assigned to manage the sales floor or supervise certain office operations of a Navy exchange. You may also be placed in charge of a warehouse or one of the service activities. Shore duty billets are similar in many respects to those performed afloat, but you will find certain differences. You will read about some of the management responsibility differences in chapter 8 of this manual.

The role of a retail store and/or service activity manager involves many important duties and responsibilities for the senior Ship's Serviceman. You will be expected to assist the ship's store (sales) officer in making certain your retail store or service activity provides the best possible level of customer service with the resources available to you. To provide the best possible service in any organization, you must be an effective manager.

Effective management involves organization planning. You should have a clear understanding of the functions that must be performed, and you must analyze these functions to see what tasks they require. Then, you must assign the tasks to

the personnel you have available to perform them. You must also be able to plan a physical layout that will meet the needs of your activity and that will allow your personnel to carry on their work efficiently. You should be able to establish orderly methods for your personnel to perform their tasks. Also, you should try to arrange the tasks in a logical sequence so that there is an efficient flow of work. In your ship's store and service activities, you should be able to analyze various work situation factors and to prepare an effective work schedule. In addition, you must understand certain principles of personnel management. These principles will help you to obtain the maximum use of manpower in the assignment of work to your personnel. They will also provide you with guidelines for delegating authority effectively, determining training program requirements, and supervising the work of your subordinates.

As a senior Ship's Serviceman, you may be expected to coordinate various administrative functions. Administrative responsibilities involve the initiating of correspondence and supervising the maintenance of files, records, and official publications and directives. You may even be called upon to assist in the preparation of various procedural instructions for the *Supply Department Organization Manual*. Finally, you must be able to observe and analyze the retail and service operations in detail so that you can spot problem areas that need your attention. Good management will help you to make certain your ship's store and service activities are providing the best possible service to your ship.

SHIP'S SERVICE ORGANIZATION

The basic organization and functions of a ship's service (sales) division are generally fairly standard. However, creating an effective organization does not stop here. You may have to take steps to adjust an existing organizational structure so that it will better serve the operational

requirements of your particular ship's service office or activity. You should carefully examine the relationships that exist among the functions, the physical environment, and the personnel associated with your own ship's service or sales operation. Can you rearrange any of these elements to make your operation more efficient? What sort of limitations are you absolutely stuck with? (Can you work around them?) Whenever you are adapting an existing organizational structure to fit the special needs of your ship's service or sales operation, you should keep in mind that planning is always the key to good organization.

ORGANIZATION PLANNING

Organization planning is a process of identifying and grouping duties to be performed, defining and delegating authority, assigning responsibilities, and creating relationships that enable your personnel to work together effectively to do the best possible job for your ship. In good organization planning, two major factors of your organization are involved: (1) the mechanical aspects and (2) the dynamic aspects. You, as a manager, must consider them both.

Mechanical Aspects

The mechanical aspects of organization planning deal exclusively with your organization's structure. They are the more or less "static" aspects of your organization which you can immediately identify and put down on paper. First, determine what functions and tasks you need to have performed. Now, arrange these functions and tasks in groups of responsibilities that you can assign to different individuals. Now you can design an organization chart that will show a logical arrangement of all of your groups. You now have a "picture" of all the mechanical aspects of your organization for which you are responsible.

Dynamic Aspects

The dynamic aspects of organization planning are those that deal with human relations. They are those aspects that give consideration to individual personalities, abilities, and interests so that the organization allows personnel to work together effectively and harmoniously. You can tailor human relations to your organizational needs by applying leadership and personnel management principles. For an in-depth study

of these dynamic aspects, read *Human Behavior*, NAVEDTRA 10058-C.

PRINCIPLES OF ORGANIZATION

The mission assigned to an activity determines the functions and tasks to be performed. In planning your organization's structure, you should keep these principles in mind:

- Missions, functions, and tasks should be clearly stated and understood by those responsible for fulfilling them.

- The organizational structure should be as simple as possible and the number of organizational components should be kept to a minimum.

- No organizational component should be set up unless it has a distinct job to perform.

- The organizational structure should be flexible enough to meet new and changing conditions.

The following sections briefly discuss some techniques that you can use to prepare various organization charts and to determine the assignment of functions and tasks. We will deal with the principles of personnel management and leadership later in the chapter.

ORGANIZATION CHARTS

There are three basic types of organization charts: structural, functional, and billet assignment or position. The main purpose of preparing organization charts is to use them as management tools. Some of the uses of these tools are as follows:

- To provide a clear picture of what an organization is doing
- To portray lines of authority, responsibility, and communication
- To indoctrinate and train newly assigned personnel

- To provide a basis for planning future development, expansion, or reorganization
- To discover organization flaws such as confused lines of authority or duplication of functions

Structural Chart

The structural chart should reflect the basic organizational components. You should keep the following points in mind in deciding how to arrange the chart:

- **Simplicity.** Arrange the major components along the same horizontal plane and arrange the subsidiary components in a vertical plane beneath the major components.
- **Clarity.** The lines of authority that you draw between the components should clearly indicate relationships. Avoid diagonal lines or crossing of lines of authority.
- **Symmetry.** Boxes for each level of components should be the same size and the overall chart should present a balanced appearance.

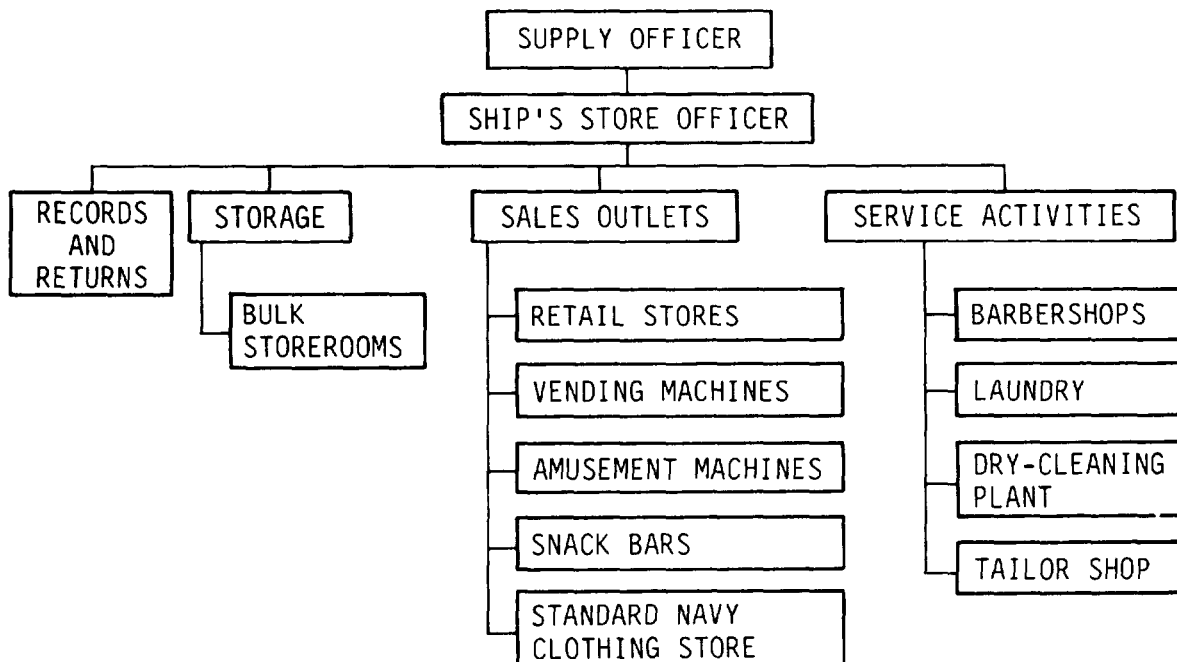
- **Unity.** No branch, section, or unit can exist by itself—it must be related to some other unit either by a connecting line of authority or through other components.

Figure 3-1 illustrates a completed structural organization chart for the ship's store (S-3) division on a destroyer tender (AD).

Functional Chart

The functional organization chart (or simply the functional chart) should reflect the same arrangement of the components as that shown on the structural chart. However, for a large complex activity, you can prepare one chart showing the major components and their major functions and then prepare subsidiary charts for each major component including its subsidiary components and their functions.

One of the principles governing the assignment of functions is homogeneity of assignment. This means that the functions of an organization should be grouped by similarity. Some specific



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Figure 3-1.—Structural organization chart for a ship's store division of an AD.

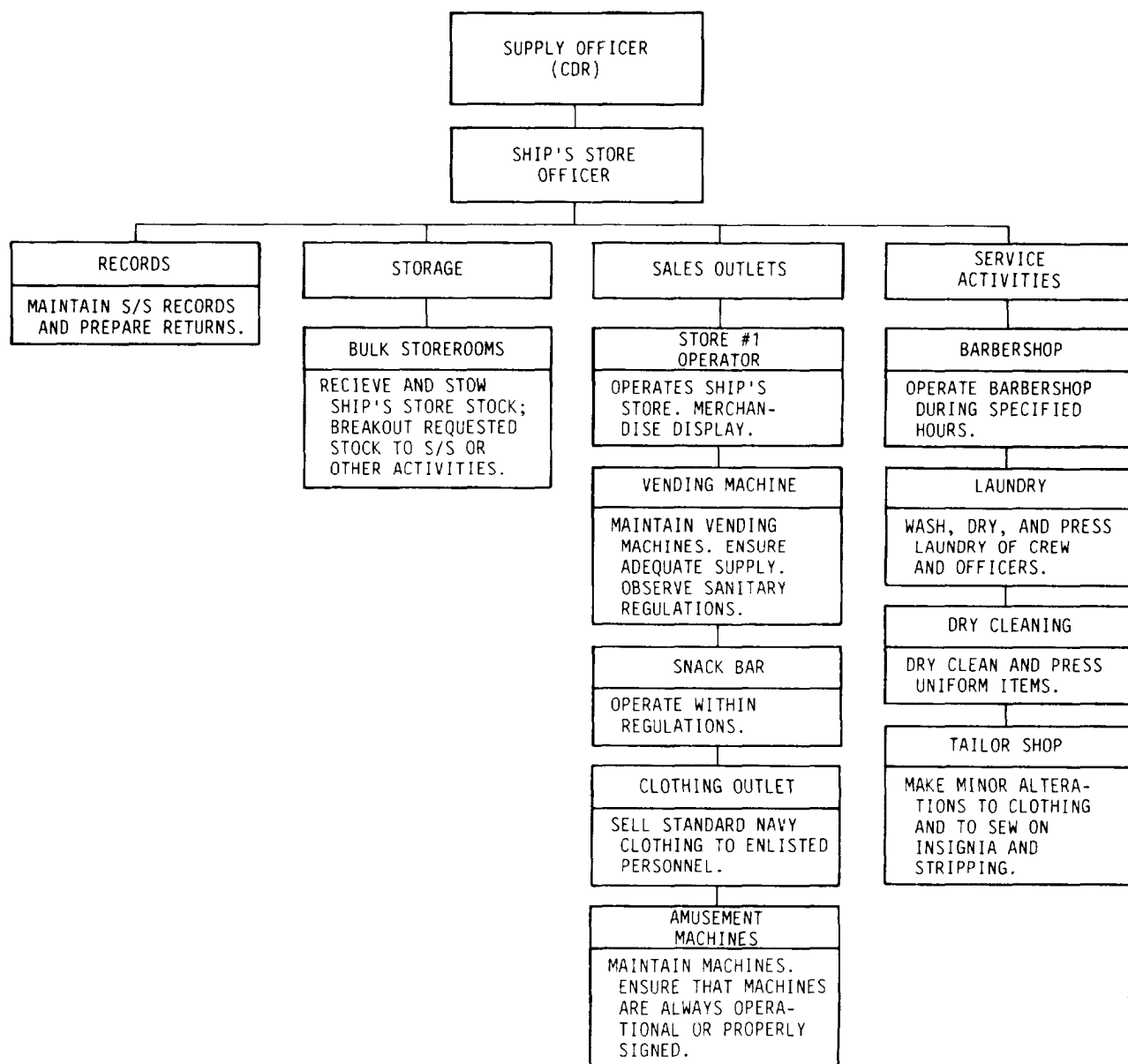
considerations you should keep in mind are as follows:

- Each significant function must be provided for within the organization.
- Each function should be assigned to a specific organizational component.
- Closely related or similar functions should be assigned to a single component.

- There should be no overlapping, duplication, or conflict of functions among the components.

- Functions should be assigned so as to minimize cross relations among components.

Figure 3-2 shows a completed functional chart which is a companion to the structural chart shown in figure 3-1.



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Figure 3-2.—Functional organization chart for a ship's store division of an AD.

Billet Assignment Chart

The billet assignment chart (or position chart) is used either to show assignments of personnel by name, title, and rank or grade within billet requirements within each organizational component of an existing organization, or to show billet requirements by title and rank or grade for a planned organization. However, for organization manuals, personnel listings are usually used instead of charts and may consist of already compiled listings such as manpower authorizations.

Combination Chart

When an organization is fairly simple, a combination chart can be used to depict all three organizational aspects. For example, figure 3-3 shows a combination chart for a ship's store division of a destroyer (DD). Notice that this chart displays all the organizational components, the functions of each component, and the names of personnel assigned to each component.

PLANNING A PHYSICAL LAYOUT

Now that you have the ship's store division organized on paper, consideration must be given to arranging the physical layout of your

workspaces. Attention should be given to such things as mission, work flow, and use of personnel.

DESIGNING A LAYOUT ANALYSIS CHART

Layout analysis is a procedure designed for better use of space, personnel, and equipment. It involves the study of the physical facilities in a work area for the purpose of improving the work flow and working conditions.

A layout chart is the principal tool for this type of analysis. The chart consists of a floor plan of the workspace, usually drawn to a scale of 1/4 inch to 1 foot. Features that restrict usable space such as doors, windows, electrical outlets, stanchions, and radiators are then located on the chart and identified. Next, templates of the movable equipment, drawn to the same scale as the layout chart, are placed on the chart in their present arrangement. The templates can be fashioned from pieces of cardboard or plastic. Work flow can be identified by arrowed lines for indicating direction. After you have carefully analyzed the layout chart, you can rearrange the templates to test new layouts and work flows. See the "before" and "after" layout charts for a laundry

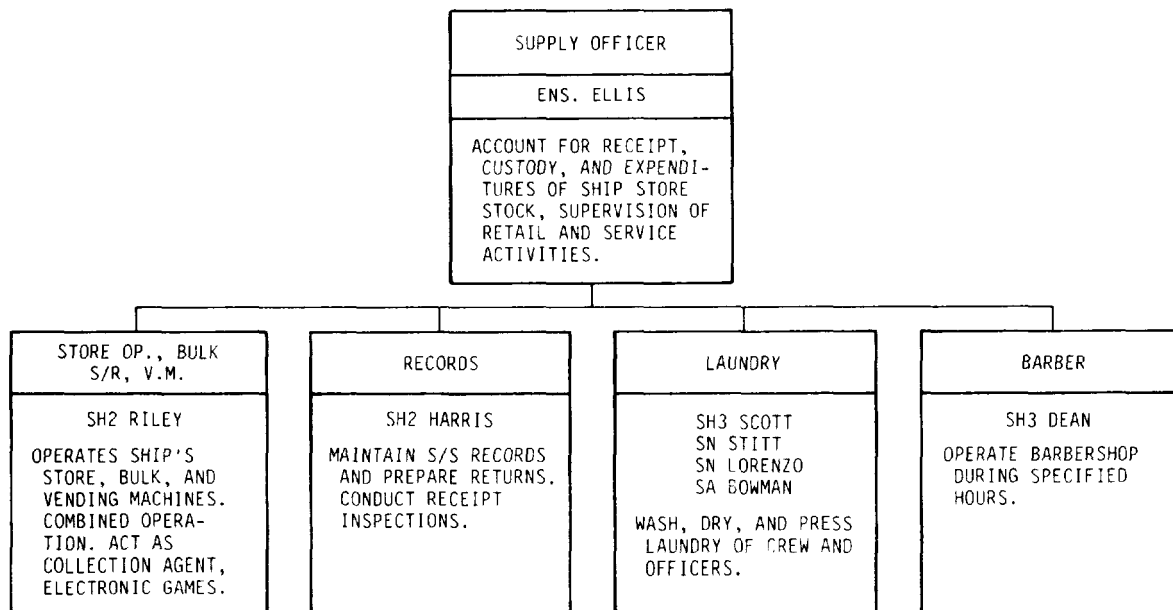


Figure 3-3.—Combination chart for a ship's store division of a DD.

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operation in figure 3-4. (Note that obsolete equipment has been removed in the “after” layout chart.)

USING LAYOUT ANALYSIS CHARTS

Using the layout chart, you can apply layout analysis to any given service or retail activity. As examples, the planning for service activities and a self-service retail activity afloat will be discussed here.

Layout of Service Activities

Although layouts for service activities should be consistent with the broad principles of layout analysis, each service activity has its own peculiarities which you must take into account. Besides the nature and amount of equipment, you must consider the number of people who will be working in the shop, the volume of business you expect, and the amount of space that you will require for storing incoming and outgoing work.

Where there is a series of operations to be performed, the relative position of the various pieces of equipment will have an important bearing on the efficiency of your operation. Not only should the equipment be accessible, it should also be arranged to save wasted motion and to reduce walking distance. Remember, a convenient arrangement will enable your people to turn out more work in a shorter time. People usually produce more when their equipment is close at hand.

But a good layout goes further than that. Individuals have learned through experience that operations should be planned to follow one another in a logical sequence through the shop. In the case of laundries, for example, space devoted to the area where the laundry comes in should be close to the area where it is marked, identified, and classified. The storage bins should also be located near the receiving and processing area. Tumblers should be located close to the assembly and flatwork section. This principle applies to all service activities. Work, whether in the tailor shop, the laundry, or the dry-cleaning plant, must move smoothly from the time it comes in as a service request until it is picked up by the customer as a completed job.

Layout of a Retail Self-Service Activity

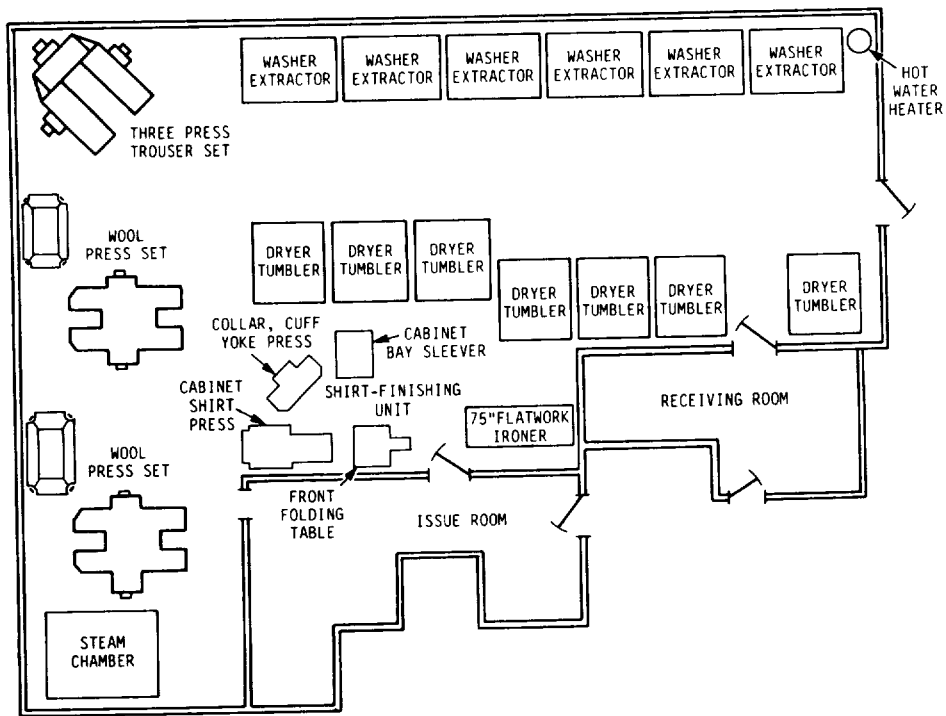
The first consideration in installing a self-service operation is a preconceived, well-thought-out plan. To plan an efficient and attractive layout for a retail service activity, you must keep three objectives in mind:

1. Proper and intelligent circulation of customer traffic throughout the entire store.
2. Traffic-stopping, appealing displays of conveniently placed merchandise, that will result in sales. (Merchandise that is seen and handled is half sold.)
3. Strategically placed equipment to perform a twofold function:
 - a. To lead the customer, after the selection has been made, through a convenient, rapid, efficient checkout procedure; and
 - b. To provide adequate store protection from pilferage. All equipment should be placed to focus exits through one narrow point; thus, adequate security is provided.

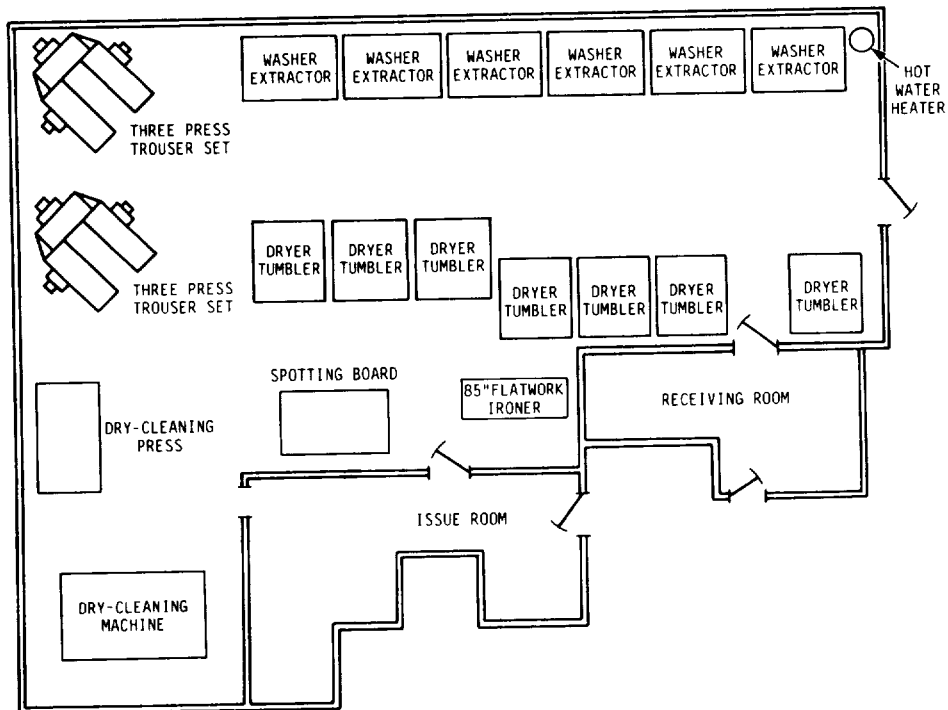
You must carefully consider the entire physical arrangement of the sales area including doors, windows, posts, and other abutments. The objective is to lay out the equipment so that the customer will be induced to circulate around the entire store before arriving at the check-out stand. Aisle space may vary from 4 to 6 feet depending on the confinements of the room. Six-foot aisles should be used when you have the space available. When you are confined to a smaller space, your heavy traffic or main aisles should be 6 feet wide, with side aisles narrower, to provide for an easier flow of traffic.

PLANNING WORK FLOW

As a manager, you must be able to analyze the work flow of an office or retail operation and to develop alternative flow process plans. Flow process analysis is a technique by which you can analyze the flow and sequence of your operations. It involves the charting of the steps that must be performed to complete an operation under present methods, analyzing the chart to determine what improvements can be made, and then charting a new sequence of steps under proposed methods you have developed from the analysis.



BEFORE



AFTER

Figure 3-4.—“Before” and “after” layout charts for a laundry operation.

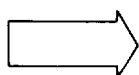
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PREPARING A FLOW PROCESS CHART

A flow process chart, either a Single-Column Flow Process Chart, NAVPERS 594, or a local form, can help you to analyze your work flow. You can prepare a flow process chart for any process, person, or material you wish to analyze. The heading of the chart indicates what aspect of the operation you are analyzing and where the process begins and ends. You should then list the steps that are involved in the process in the sequence in which the steps occur under your present method. (Figure 3-5 illustrates a method that is currently being used for handling the breakout of a ship's store stock.) Next, you should draw a line to connect the symbols that identify what each step involves. The five symbols are explained in the following paragraphs.



Operation—An operation represents a main step in the process and takes place when something is being created, changed, added to, or prepared for another step. An operation also occurs when information is given or received. Some examples of an operation are the preparation of a breakout document (NAVSUP 973), receipt of ship's store stock into the bulk storeroom, or the sale of an item of merchandise in the ship's store.



Transportation—Transportation is an auxiliary step that occurs when something is moved from one place to another, except when such movement is part of an operation or inspection. Some examples of transportation are a document that is being carried to another location or a person who is moving to another area of the ship.



Inspection—An inspection is an auxiliary step that occurs when items are checked, verified, reviewed, or examined for quality or quantity. However, the items inspected are not changed at this point. Some examples of inspection are proofreading a letter, checking a breakout document for proper signatures,

or verifying that a customer's change is correct.



Delay—A delay is an auxiliary step that occurs when conditions do not permit or require an immediate performance of the next step. Some examples of a delay are a document that is waiting for a signature and a customer who is waiting in line at the ship's store.



Storage—Storage occurs when something remains in one place and is not being worked on in a regular process, or is awaiting further action at a later date. Some examples of storage are a document that is held in a file for later forwarding with returns and ship's store stock that is stowed in a storeroom.

USING FLOW PROCESS CHARTS

In analyzing a flow process chart, you can determine the actions you must take to improve the sequence of any operation by asking yourself Who?, What?, When?, Where?, Why?, and How? You should make notes relating to these questions on the chart that represents your present method of work flow (fig. 3-5). You will use these notes for the development of a revised chart that will represent a proposed method of work flow. Figure 3-6 shows a revised chart that has been developed from the present method chart shown in figure 3-5. You can apply flow process charting effectively to solve procedural problems created by changes in your personnel, your organization, or your volume of work; to review your operating methods periodically; and to establish new organizations.

A resale operation, such as the preparation and processing of a breakout document, the movement of merchandise during receipt, or a cash-handling procedure are all work flow situations that you can analyze by using a flow process chart. Even if you decide against using an actual chart, you can still improve the sequence of operations in any work flow situation by asking yourself the questions: Who?, What?, Where?, When?, Why?, and How?

An office operation can be analyzed in a similar manner. To discover any possible delays

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Figure 3-5.—Flow process chart showing present method.

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11 S/S copy returned to recordskeeper basket										○□□▽		150		5																																																									
12 Original and copy compared by recordskeeper										○□□▽		20				S/S Op. remains in office.																																																							
13 If quantities match, S/S operator signs original										○□□▽		5																																																											
14 If quantities do not match Sales Officer investigates										○□□▽		-																																																											
15 Completed original extended and posted										○□□▽		30																																																											
16 Original forwarded to Sales Officer										○□□▽		10		2																																																									
17 Placed in Sales Officer's Accountability File										○□□▽		-																																																											
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Figure 3-6.—Flow process chart showing proposed revised method.

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in document flow, for example, you could examine the preparation and processing of a procurement document.

ESTABLISHING WORK SCHEDULES

In addition to analyzing and recommending changes in work flow, your duties will probably include the establishing of a work schedule for a service operation. What factors should you use in preparing this schedule? For example, some of the factors that you must consider in a laundry operation are as follows:

1. Amount of work that must be processed weekly
2. Capacity of your laundry equipment
 - a. Washer-extractors
 - b. Tumbler dryers
 - c. Flatwork ironer
 - d. Laundry presses
3. Number and competence of your laundry crew

Let's now consider these factors and find out why each of them has a bearing on your laundry schedule.

AMOUNT OF WORK PROCESSED WEEKLY

Your ship's laundry facilities should be adequate to process 24 pounds of laundry per accommodation per week. If your ship is a surface ship with more than 100 accommodations (crew plus troops), then your ship should be provided with laundry facilities that are capable of meeting the following minimum requirements within a 96-hour laundry operations week:

1. Provide one change of work clothing, underwear, socks and one towel per day per accommodation.
2. Provide one change of berth linen per accommodation and one change of officer and CPO dining facility linen per week.
3. Finish press three uniform shirts and trousers per officer and CPO/SNCO (E7-E9) accommodation per week.
4. Finish press one dress uniform shirt and trouser per accommodation per crew (plus troops) per week.

To get a rough idea of how much work your laundry may be required to process weekly, you should obtain the total number of your ship's crew and multiply that number by 24 (the average

number of pounds of laundry that may be expected to be processed weekly for each member of a crew). For example, if your ship has a 3,000-member officer and enlisted crew assigned for duty, your laundry workload for each week would be approximately 72,000 pounds (3,000 x 24). You can anticipate that approximately 80% of your workload will require tumble drying, approximately 2% will require flatwork ironing, and around 18% will require pressing.

CAPACITY OF LAUNDRY EQUIPMENT

The capacity of your equipment determines how much tumbled work, flatwork, and press work your laundry operation can handle in 1 day. The capacity of your equipment depends not only on the rated capacity but also on the efficiency and size of your laundry crew as you will learn next. For example, if you have six centers for production and only four people to operate these centers, then you will have two units that will be idle at any given time.

SIZE AND COMPETENCE OF THE LAUNDRY CREW

Laundering is one of the shipboard jobs that must be done whether you have sufficient personnel or not. For the most part, your problem will be one of scheduling. You need to make the best use of your available personnel, and you should try to spread the workload as fairly as possible. Keep in mind that all operations should be SUPERVISED BY TRAINED PERSONNEL, however, your trained personnel need not PERFORM all the tasks.

BEST TYPE OF LAUNDRY SCHEDULE

The best type of laundry schedule is the one that best fulfills the laundry requirements of your ship. Daily schedules have been successfully used by some ship's laundries; that is, a portion of the laundry from each division is delivered to the laundry each day for processing instead of once or twice per week. The problem of stowing soiled bundles—always a troublesome one—is partially eliminated by a daily schedule. The amount of work in process is also reduced, and better delivery schedules can be developed. In addition, daily scheduling of division laundry eliminates bad odors in living quarters from soiled clothing and definitely helps morale. On the other hand, the laundry workload on some ships may not justify a daily schedule—the amount of water and

detergents that must be used can be unnecessarily heavy, and equipment must often run at less than full capacity.

SAMPLE LAUNDRY SCHEDULE

Your laundry schedule should show such things as (1) the type of lot, (2) the individuals

and groups to whom the lots belong, (3) the personnel who deliver the lots, (4) the day and hour of delivery, and (5) the hour of pickup. Study the sample schedule" shown in figure 3-7. A sample set of accompanying instructions showing the typical time of pickup, method of delivery, and service rendered is given in figure 3-8. In

Lot	Individuals or Organization	Delivered by	Delivery	Hour of pickup
INDIVIDUAL	Officers	*	Mon.-Tues.-Wed.	(1000)
	Chief Petty Officers	Ind. CPOs	Th.-Fri.-Sat.	(1000)
		Individuals	Th.-Fri.-Sat.	(1000)
DIVISION (Bulk)	No. 1	Laundry POs	Monday	0800
	No. 2	do	do	1130
	No. 3	do	do	1600
	No. F	do	Tuesday	0800
	No. H	do	do	1130
	No. V	do	do	1600
	No. 4	do	Wednesday	0800
	No. 5	do	do	1130
	No. 6	do	do	1600
	No. A	do	Thursday	0800
	No. C	do	do	1130
	No. E	do	do	1600
	No. G	do	Friday	0800
	No. L	do	do	1130
	No. M	do	do	1600
	No. S	do	do	1600
	No. R	do	Saturday	0800
	No. B	do	do	1130
	No. N	do	do	1600
FLATWORK (Bulk)	Wardroom	*	Monday	1100
	Staterooms	*do	Wednesday	1000
	CPO Mess	*do	Friday	1000
	Sick Bay	Hospitalmen	Tu.-Th.-Sat.	1000
SERVICE (Bulk)	Mess Management Specialists	One of same	Daily	0900
	Barbers	do	do	1100
	Fountain Men	do	do	1300
	Hospitalmen	do	do	1500

*Personnel assigned to the rotatable pool.

Figure 3-7.—Sample laundry schedule.

TIME SCHEDULES

Time schedules for the laundry operation are as follows:

1. INDIVIDUAL WORK will be picked up from the laundry at 1500 on the day following delivery.
2. DIVISION LOTS presented at the laundry at 0800 will be picked up at 1300 on the day of delivery, lots presented at 1130 will be picked up at 1630 the day of delivery, and lots presented at 1600 will be picked up at 1030 the following day.
3. FLATWORK lots will be picked up at 1530 the day of delivery.
4. SERVICE LOTS presented at 0900 will be picked up at 1430 on the day of delivery, lots presented at 1100 will be picked up at 1600 on the day of delivery, lots presented at 1300 will be picked up at 0900 the following day, and lots presented at 1500 will be picked up at 1030 the following day.
5. Late deliveries to the laundry will be processed at the convenience of the laundry and not under the schedule indicated.

SERVICE RENDERED

Services rendered will be as follows:

1. INDIVIDUAL LOTS will be tumbled, except shirts and uniforms, which will be starched and pressed. Undershirts and hand kerchiefs will be passed through the flatwork ironer, or tumbled.
2. DIVISION LOTS will be tumbled except shirts and uniforms which will be pressed as schedule permits.
3. FLATWORK LOTS will include bath towels and flatwork. The towels will be tumbled; and flatwork, such as bed and table linens, will be ironed or pressed when possible.
4. SERVICE LOTS will be ironed on the presses or tumbled, as equipment permits. Work uniforms will be the only personal apparel included in these lots.
5. At the discretion of the laundry, if tumbler production is behind, work to be tumbled will sometimes be run through the flatwork ironer or pressed.

METHOD OF DELIVERY

The method of delivery to the laundry will be as indicated below:

1. OFFICERS' AND CHIEF PETTY OFFICERS' bundles will be processed daily in accordance with the schedules posted in the wardroom and C PO quarters. A laundry list will accompany each bundle. The customer's count should be entered in the proper column.
2. EACH DIVISION will deliver its work in two groups, one containing all white work and one with dungarees and black socks. All division articles will be properly stenciled before delivery to the laundry. Items to be pressed will be placed in a separate division bag.
3. FLATWORK will be delivered in bulk.
4. EACH SERVICE ACTIVITY will deliver its laundry in bulk.

Figure 3-8.—Sample laundry instructions.

preparing a laundry schedule for your ship, you will, of course, modify the schedule according to your circumstances. A ship's laundry schedule should be flexible and yet should be able to accommodate shipboard conditions like general quarters, all hands working parties, and other major evolutions.

In association with your laundry schedule, you should maintain certain records and logs. The records you maintain should be consistent with your spaces, equipment, and available personnel. Bulk work and press deck logs should be maintained daily, and signatures should be required for pickups of completed work. The information in these logs should provide you with a valuable resource in preparing an effective laundry schedule. Consult your NAVSUP P-487 for additional operational requirements associated with the successful management of a ship's laundry.

BARBERSHOP SCHEDULE AND APPOINTMENTS

The purpose of scheduling appointments in the barbershop is to provide better service for your patrons who have neither the time nor the inclination to wait in line a long time for a haircut.

All personnel aboard ship should receive haircuts every 2 weeks. This means your appointment schedule should be designed to allow your barbershop to accomplish all the barbering work within this period.

In scheduling haircuts, you should take the following factors into consideration:

1. The number of personnel aboard
2. The number and competency of barbers
3. The daily workload of each barber
4. Space available for patrons to wait (usually no more than two patrons should be waiting for one barber)

A barber can usually give a satisfactory haircut in 20 minutes. Therefore, if kept busy all the time during an 8-hour period, the barber can give up to 24 haircuts per day. The barber needs time for personal hygiene, for sterilizing barbering instruments, and for assisting in general shop sanitation—to say nothing of rest periods and the noon meal.

The two systems recommended for scheduling appointments for the barbershop are the appointment system and the division schedule.

Appointment System

In the appointment system, appointment schedule sheets are marked off for a definite number of haircuts for each barber during the day. Barbers should maintain their own sheets and should post them either 1 day ahead of the time the haircut is to be given or early in the morning on the day the patrons apply for haircuts. There should be a space for the signature of each patron opposite the appointment time the patron has selected.

The appointment system works fairly well, although, on occasions, patrons fail to report for their appointments and can throw your schedule off. Occasionally, an unclaimed period can be claimed by another patron. If you experience too much difficulty with broken appointments, you can report the offenders to the supply officer, who can report their names to the cognizant division officer.

Patrons who make what they think are proper appointments and then find no barber to serve them are understandably upset. Make certain the procedures you follow are well known by the patrons and are followed explicitly by all of your barbers.

Division Schedule

The division schedule provides a definite number of hours during which personnel in a particular division may receive service in the ship's barbershop. The division petty officer controls the scheduling of appointments and sends a certain number of patrons from the division to the barbershop at a time. This method of scheduling prevents broken appointments, but it is generally not preferred over the appointment system.

As the barbershop supervisor, you should save all appointment sheets for at least 2 weeks just in case someone should complain about not being able to get a haircut because all the appointments were taken. This will also protect the barber in the case of personnel failing inspections and then claiming that they really did receive haircuts in the ship's barbershop when they really did not.

PERSONNEL MANAGEMENT

In your duties as a supervisor, you will discover that personnel management will be mainly concerned with the assignment of your people on the basis of ability and interest to

perform specific functions, duties, and tasks. Good personnel management involves your recognizing that every individual uses a basic knowledge, skill, or ability in performing a task and that each person's capacities should be fully used. In dealing with these types of dynamic aspects in an organization, you are not expected to be a management engineer. However, as a senior petty officer, you should be able to exercise your leadership responsibilities to deal capably in the area of human relations. In this sense, leadership can be defined as the capacity to direct or influence the behavior of others toward specific goals. In carrying out this mission, you will find that your responsibilities do not stop with the assignment of duties and the delegation of authority—you must also control the functions and tasks performed through the proper training and supervision of your people. Accordingly, the people in your organization must clearly recognize and understand what their duties and responsibilities are, what authority has been delegated to them, and to whom they are accountable in the chain of command. In the following sections, you will discover some of the principles that govern the dynamic aspects of personnel management.

ASSIGNMENT OF DUTIES

Duties are the tasks an individual is required to perform. One of the principles of organization you should observe is that every duty that is to be performed must be assigned to someone. This means that the obscure or once-in-a-while jobs must be assigned as well as the jobs that are done each day. When individuals are assigned jobs, they should have a thorough knowledge of all the procedures involved, the publications or other directives required, and where they can obtain this type of information. Persons who are assigned to jobs should also know the order in which various steps of the jobs should be performed. In addition, people should recognize that they are expected to complete the tasks in a minimum amount of time and yet consistently demonstrate a certain level of quality in workmanship.

Fair Division of Work

Another principle you should observe regarding the assignment of duties is the fair division of the workload. Don't make the mistake—which is very easy to do—of having your best person do all the work. In the first place, your error will

result in penalizing the person for being a good, dependable worker. When this individual leaves, the division will be in a mild form of chaos until someone else can be trained. Furthermore, by placing the burden of the workload on one individual, you fail in developing the potential of your other workers.

Recognition of Responsibilities

The principle of unity of command states that the final responsibility and authority at each level of operation must rest with one person. This means that responsibility for the accomplishment of each task should be assigned to one specific person. While some tasks cannot be performed without a team, only one individual in the team should have the responsibility for seeing that a certain job is done. Unless your crew members recognize what their responsibilities are, jobs are either not going to get done or are going to get done haphazardly. Even though individuals are given special liberties, they should know they are still responsible for seeing that the jobs assigned to them must be carried out in their absence. This is an important principle that you, as a supervisor, must get across to your people.

DELEGATION OF AUTHORITY

Another important principle of organization for you to follow is that authority must be commensurate with responsibility. Authority is the delegated right to make decisions in order to fulfill a certain responsibility. Authority involves the right to require actions of others, and the rights of individuals to discharge those obligations for which they are responsible. Remember, you should delegate authority as far down the level of command as possible without loss of control over policy or procedures. Keep in mind, however, that delegation of authority in no way relieves superiors in the chain of command of their overall responsibility. A superior is ultimately responsible even though the subordinate to whom the tasks are assigned remains accountable to the superior. Here are some guidelines you can use for effective delegation of authority:

- Provide clearly stated policy guidelines to your subordinates.
- Set up proper controls and procedures.

- Define job assignments and delegate sufficient authority to ensure that subordinates are able to properly perform their jobs.
- Select subordinates who are capable of assuming responsibility.
- Give necessary help to subordinates when help is needed.
- Maintain proper lines of communication.
- Evaluate results.

TRAINING YOUR STAFF

Before you set up a training program for your staff, you must first determine what needs to be taught and then how it should be taught. This means that you should find out what previous training and experience your people have had, and then you should gear your training program on a level that is suitable for their needs. Naturally, since you and your personnel have assigned jobs to do, much of your program will consist of on-the-job training.

On-The-Job Training

There are many ways in which on-the-job training can be done. As mentioned earlier in this chapter, you can use your organization charts as a training tool. Oral instruction, written procedures, visual demonstrations, and rotation of duties are also methods that can be used for on-the-job training. However, you also should make a genuine effort to set aside some time for formal types of training for your people. Individuals with little or no previous training or experience are going to need classroom instruction. Also, you should make certain your subordinates are provided with the necessary training manuals and other study materials so that they can qualify for advancement. It's up to you to encourage and motivate your people.

Rotation of Duties

Although it is customary to assign routine jobs to specific individuals on whom you can depend, you will find it is a good idea to rotate your personnel from time to time. Rotation of duties is a good way for individuals to learn how each job contributes to the overall division function; it also prevents a breakdown in the sequence of

operations when a key person is gone. Transfers, leave, and other absences of personnel are going to occur, but these changes should not cause a panic button situation in your division.

Another advantage that will result from the rotation of duties is motivation. Some jobs are simply monotonous and fatiguing. Sometimes, a change of pace will stimulate interest in your subordinates who have been assigned boring jobs. However, you should avoid the mistake of rotating your personnel too frequently. Each individual should be assigned specific tasks for a period of time that is long enough for that person to become a proficient and productive worker who contributes to the overall efficiency of the operations. If you move your people around too much, they could end up lacking an understanding of what is being done and failing to develop a sense of responsibility.

Effective Communication

The basic requirement for the training of your subordinates is effective communication. To lead, supervise, and train others, you must be able to speak and write in such a way that others can understand exactly what you mean. An important requirement for effective communication in the Navy is a sound knowledge of the Navy's ways of saying things. Some Navy terms have been standardized for the purpose of efficient communication. When a situation calls for use of standard Navy terminology, use it.

Still another requirement of effective communication is the use of technical terms. A person who does not understand the precise meaning of the terms that are commonly used in connection with the work of the rating is already at a disadvantage. When trying to read official publications or instructions relating to the work, this person is going to experience considerable frustration and confusion. The person will also experience a decided disadvantage when the written examinations for advancement are given. Although it is always important for you, as a supervisor, to use technical terms correctly, it is particularly important whenever you are dealing with lower rated personnel. Any sloppiness you may show in the use of technical terms is likely to be very confusing to an inexperienced person. Remember, whatever your subordinates do not understand in their jobs will be very evident to you in the work they produce. Use the correct job language at all times and try to clear up any misunderstandings first.

It is also important for you to maintain open lines of communication with your superiors as well as with your subordinates. Your seniors must be kept informed on the status of your workloads, your equipment and personnel requirements, and any problems you are having. You should seek direction from your superiors, request the help needed, and offer your recommendations for changes or improvements. At the same time, you should always offer guidance and aid to subordinates. You should encourage your people to bring both problems and ideas to you for discussion and solution. Of course, one of the most important facets of training you can provide for your subordinates is your personal example of how effective communication works both up and down the chain of command.

Formal Training Courses

In addition to publications and training films, there are now a number of training courses available to personnel in the Ship's Serviceman rating. You may have an opportunity to attend one of the training courses yourself; or, as an enlisted supervisor, you may have the occasion to recommend junior personnel for participation in such a school. At present, the following courses are available:

- Ship's Serviceman class A school—A 6-week course designed to provide training to enlisted personnel in the areas of ship's store administration, retail sales, and laundry operations.

- Ship's Serviceman barber school—A 4-week course designed to provide training to enlisted personnel in the area of barbering. The course covers barbershop management and operation, equipment and tools, men's and women's haircutting, and skin diseases and their prevention. Upon completion, the student receives the NEC for Barber which is 3122.

- Laundry/dry-cleaning school—A 2-week course designed to train Navy enlisted personnel to perform various steps required in receiving, marking, cleaning, and issuing of clothing that is processed through dry-cleaning plants. Upon completion, the NEC 3154 for Laundry/Dry-cleaning Specialist is awarded.

- Navy exchange/commissary school—A 4-week course designed to provide training to the

middle grade petty officers who are going to be assigned to a Navy exchange or commissary. Upon completion, an NEC of 3114 is awarded.

- Ship's store afloat management—A 6-week course designed to provide training for petty officers in advanced ship's store record-keeping. The course is made up of 5 weeks of records and 1 week of management administration. Upon completion, an NEC of 3112 is awarded.

YOUR ABILITY AS A SUPERVISOR

You may graduate from a formal school or you may never have an opportunity to go to one, but one thing is still the same—you will never stop learning how to become a good supervisor. Besides the special skills and knowledge you have worked so hard to achieve in the Ship's Serviceman rating, you must constantly strive to develop your ability as a supervisor.

In supervising the activities under your control, you should not try to control every detail of each operation. General orders should be enough; they leave your subordinates some latitude in which to make adjustments for unforeseen circumstances. As a result, your subordinates develop a sense of responsibility which in itself is a necessary part of effective supervision. Therefore, you should learn how to use the concept of general orders effectively. You will find that when you maintain a general level of supervision not only do you establish confidence in your subordinates, but you also remove from your own workload the frustrations of having to cope with the details of someone else's job.

Because of the nature of your rating, you may be placed in supervision over various activities. Sometimes you may have to supervise a detailed operation about which you have very little knowledge. For example, if you are a senior SH whose specialty is the operation of retail activities and you find yourself in an assignment where one of your responsibilities is general supervision over the ship's laundry, you must rely on other people to help you out. The person in direct charge of the laundry is a Ship's Serviceman whose NEC is Laundryman—this is a person with considerable training and experience in laundry operation. It will be good leadership on your part to show that you respect this individual's knowledge. Work with this person in establishing a laundry schedule to meet the requirements of the ship. You should also recognize that this

person knows the equipment and its capabilities and the personnel. Don't put the person in an impossible position by demanding more than can be done. But once a schedule is established, leave the details of meeting the schedule to your expert. Give aid in matters where you have more knowledge and experience. Expect a high level of performance, but if emergencies arise, such as a breakdown of machinery, give the support your people need in obtaining repairs or making emergency arrangements. Insist that your subordinates take good care of the machinery, but be certain you know the facts before you start assigning any blame for a mishap.

In supervising the barbershop, you should make certain the required sanitary regulations are observed and the haircut schedule is adequate to meet the requirements of the commanding officer. Direct responsibility for matters such as maintaining an adequate stock of supplies and the performance of each barber should belong to the petty officer who is in charge of the barbershop. Here again, unusual problems or difficulties should be of concern to you, as the supervisor, and these problems should receive your immediate attention. The important thing to remember is that you must always act promptly. Never let a problem go unsolved even if the best you can do at the moment is to provide only a temporary solution. Follow through later on to discover the correct ultimate solution, and see that the solution is adopted.

In your supervision of the retail activities under your control, the importance of maintaining strict control over all the retail functions cannot be overemphasized. This does not mean that you should try to supervise all the operations directly, but you must impress upon your subordinates that they are required to follow correct procedures. By observation and inspection, you must ensure that proper accountability is maintained. One of your most important controls is that of auditing the ship's store's records and returns. A thorough discussion of the auditing of returns will be provided to you in chapter 7 of this training manual.

In your duties as a supervisor, you will probably discover that providing good customer service is one of the most important aspects of your job. You will have significant responsibilities for making certain the enlisted personnel who man the points of contact with the customers—barbershop, laundry, ship's store, tailor shop—are aware of the importance of providing the best possible customer service. The success of

any ship's service division in improving the general morale of all shipboard personnel is dependent to a considerable degree on the face-to-face relationships between the custodians or operators and the customers. You, as leading petty officer, should encourage ship's service personnel to respond to each customer's needs as they would wish others (the DK, for example) to respond to their needs. You should always try to instill in your people a sense of pride in performance. A more detailed discussion of the importance of effective customer service to the Navy appears later on in this chapter.

Maintaining a Suitable Span of Control

In all the activities you supervise, a principle of good organization that you should use is the maintenance of a suitable span of control. This principle implies that the greater number of people that one person must supervise, the more difficult it will be for that person to supervise effectively. A common rule you should use is that your immediate supervision should not extend over more than eight persons or less than four persons. However, the type of work being done, the capacity of a given supervisor, and the relationships between a supervisor and the subordinates are all factors that enter the picture. The location of subordinates in relationship to the supervisor is also a consideration. Your layout should permit you to have frequent personal contact with those you directly supervise.

There is also a time element involved with supervision. As was mentioned, you should assign responsibilities and delegate authority as much as possible without losing control of policy and procedures. Generally, your span of control should allow your subordinates to perform most of the routine work. This technique provides you with the time to supervise your people, to perform any work that is beyond the capacity of your subordinates, or to complete any work that has been assigned to you by your seniors.

Evaluating the Work of Your Personnel

As a supervisor, you will be expected to evaluate the quality and quantity of the work that is performed by your personnel. Most supervisors you may ask will probably tell you that the fair

evaluation of subordinate personnel is one of the most difficult aspects of any supervisor's job.

As a supervisor, you must be able to decide when criticism or praise is due. A good rule for you to follow is to criticize in private and to praise in public. Remember, criticism should be constructive and informative. Don't make the mistake of using criticism as an outlet for expressing sarcastic comments, degrading your crew, or displaying anger. This type of action will only create hostility and destroy morale. If you have the right attitude, the crew will soon realize that your criticism is not to be feared but that it is given as help and guidance.

As with criticism, there is an art to giving praise. To be effective, praise should not be overdone. When individuals are doing a good job on routine work, they need some words of encouragement and appreciation. This will build up pride and self-respect-elements that are necessary for maintaining good morale. But save the "well-done" commendations for job performances that truly merit public recognition.

Evaluating your people is such an important part of your job as a supervisor that you should be especially careful to put your best effort forward. Try to keep the work of each of your subordinates in perspective, try to be fair, and always try to express any criticism or praise in a manner that will promote growth and awareness in your subordinates instead of resentment and bitterness. Also, you should keep in mind that a job performance should be accurately reflected in enlisted evaluation reports. For detailed information on enlisted evaluation procedures, you should consult *Military Requirements for Petty Officer First Class* and *Military Requirements for Chief Petty Officer*.

YOUR ABILITY AS A LEADER

As most experienced supervisors will tell you, you will never stop learning how to become a good leader. As a senior Ship's Serviceman, you will now be expected to apply all the training in leadership you have received throughout your naval career. You will also be expected to provide training in leadership to all of your subordinates. There should be a constant training program in leadership going on in every ship's service division.

Your ability to lead will be most apparent in your supervision of other people. But, you should keep in mind that your ability as a leader will manifest itself in more subtle ways in almost

everything you do. Your personal example will probably contribute more to your success as a leader than will any other single factor. Your attitude toward your job, your subordinates, and your seniors is sure to be contagious. By setting a good example, you can make your job as a leader and as a supervisor a rewarding experience and the dividends you derive will be many.

ADMINISTRATION

In any ship's service activity, especially in any ship's store division, there are many administrative matters that must be coordinated with the overall operation. From your study of *Ship's Serviceman 3 & 2*, modules 1 and 2, you are probably familiar with some administrative matters, such as basic procedures concerning correspondence, files, and records. Now it is time for you to deal with the supervisory aspects of these matters. You are now responsible for initiating and controlling correspondence; maintaining files, records, publications, and directives; and developing procedural instructions.

CORRESPONDENCE

As a senior Ship's Serviceman, you will be expected to initiate routine correspondence and, on occasion, to prepare drafts of Navy directives. This means you will be responsible for originating the contents of letters or other types of correspondence and for placing all types of correspondence in their proper formats. At some activities, you may be expected to prepare smooth correspondence from rough drafts that were prepared by others.

The importance of correctly written and courteous correspondence cannot be overemphasized. Efficiency of any operation is increased if the communications that are transmitted within activities of the Navy are all properly prepared. Relationships between activities of the Navy are governed, in a large measure, by the tone and quality of the written communications exchanged between them. In recognition of this, *Navy Regulations* states that official correspondence shall be courteous in tone, concise, and accurate.

Writing Guides

From your study of *Ship's Serviceman 3 & 2*, you are probably already familiar with the standard formats and basic procedures for the

preparation of official correspondence including naval letters, business-form letters, endorsements, speedletters, messages, memoranda, and Navy directives. For guidelines on official correspondence and for more detailed information on standard Navy correspondence practices, you should review the material covered in chapter 3, module 1, of *Ship's Serviceman 3 & 2*, and you should consult the *Department of the Navy Correspondence Manual*, SECNAVINST 5216.5C.

Classified Information

On rare occasions, you may encounter correspondence that contains classified information. Under these conditions, be sure to consult the *Department of the Navy Information and Personnel Security Program Regulation (Navy Security Manual)*, OPNAVINST 5510.1, for the proper procedures governing the handling and control of classified information. The *Navy Security Manual* is supplemented by the *Guide for Handling and Control of Classified Matter*, OPNAVINST 5510.40, which contains guidelines for developing uniform systems for the handling and controlling of classified information.

Principles of Letter Writing

Before you can produce an effective letter, you must give some thought to planning and organizing what you intend to say. The first step you should take is to determine exactly what you want your letter to accomplish. Preparing a statement of the subject of your letter will help you to clarify the purpose of your letter and will give you some guidelines on what you should include and what you should omit. Some common purposes of naval letters are as follows:

- To request permission or authorization to act
- To request that action be taken
- To request information
- To supply information or instructions that were not requested
- To reply to a request for permission or authorization to take an action
- To reply to a request that an action be taken

- To reply to a request for information

ORGANIZING THE LETTER.— The various parts of your letter should be organized with the reader's viewpoint in mind. Use only the references that are necessary and keep in mind that addressees may not have access to certain references. Use enclosures only if you need them to clarify or explain the basic contents of your letter in greater detail. Arrange the paragraphs in a logical order. Each paragraph should discuss an idea, or several closely related ideas, covering a single topic, or subtopic, of the general subject. The important things for you to remember are to

- envision the body of your letter as a succession of units,
- arrange the units in what seems to you to be the most satisfactory order,
- complete each unit before you move on to the next one, and
- maintain continuity by providing a transition from one unit to another.

CHOICE OF WORDS.— Use simple language. The best words are those that are precise in meaning, suited to the intended reader, and are as short, simple, and direct as possible. Avoid using a long word merely for the sake of sounding more important or more dignified. Usually, such attempts will only result in your sounding pretentious, stuffy, and hard to understand. Not only should you avoid using long words where short ones would be better, but you should also avoid using more words than you really need. Tell your story as briefly as possible—the reader will appreciate it.

COMPLETING THE LETTER.— Review your draft before you type it in the smooth. Make sure your letter tells the story with tact, simplicity, and clarity. Make certain that sentences are grammatically correct, and accept criticism from your superiors as a guide for self-improvement. When you assign a file number to your letter, select an identification code that is appropriate to both the purpose of the letter and the files in your own office. Finally, ensure that the letter is mailed to a correct address. Correct names, addresses, and applicable ZIP Codes are contained in the *Standard Navy Distribution List (SNDL)*, part I—"Operating Forces of the Navy"

(CONFIDENTIAL), and part II—"Catalog of Naval Shore Activities."

FILES AND RECORDS

Among other duties as a senior Ship's Serviceman, you may find yourself in charge of the ship's store division office in which you will be responsible for establishing and maintaining a standard Navy filing system. Your basic guide to the Navy's system of identifying files and records is the *Department of the Navy Standard Subject Identification Codes*, SECNAVINST 5210.11. The use of the numeric and name-title codes contained in this directive for identifying files and records is discussed in chapter 3, module 1, *Ship's Serviceman 3 & 2*.

Organizing the Files

In your study of *Ship's Serviceman 3 & 2*, you were introduced to the basic files and records that are required and that must be maintained in a ship's store division office. These records include the general correspondence files, the directives files, and the ship's store records files. Additional files may be required depending on your organization and the functions of your particular office. Unless you are assigned to a newly commissioned ship or activity, chances are you will not be concerned with the initial establishment of a filing system. However, this does not mean your existing system cannot be improved. You should review your office's filing needs periodically with a view toward eliminating unnecessary files, consolidating related files, and disposing of obsolete files. The ideal time to do this is at the time you terminate files. Correspondence files, like any ship's stores files, should be terminated at the end of each accounting period. Exceptions should be made only for active correspondence that is needed for quick reference. When you are starting new files, you should establish essential files only and you should avoid excessive cross-referencing.

Clearly identify correspondence file folders by the appropriate numeric codes or name-title codes used as file numbers. Keep the file folders in the same code sequence as that listed in the *Standard Subject Identification Codes*. Directives, of course, should be maintained in standard three-ring binders. The binders should be marked to indicate the series of the directives they contain. Ship's store records files should be identified as to accounting period and accountable officer.

Maintaining the Files

Don't let the material for the files pile up. Establish a routine that will ensure that completed correspondence and records are filed each day. Indoctrinate your personnel on proper filing practices and carefully supervise the filing operation. You should ensure that directives are filed according to the *Navy Directives Issuance System*. When material is removed from the files for reference or for any other action, keep a record of the material that was removed and the name of the person to whom it was released. Review the record daily to ensure that ship's store records are returned to the files at the end of the day and that other material is returned to the files when the related action is completed.

Disposing of Obsolete Files

As mentioned earlier, you should properly dispose of obsolete files when the files are terminated. The obsolete files are those that have outlived their current usefulness and must be disposed of either by local destruction or by transfer to another activity for preservation or for later destruction. For detailed official instructions governing the proper disposal of files and records, you should consult the *Disposal of Navy and Marine Corps Records*, SECNAVINST 5212.5. This directive defines the categories of files and records, and it lists which records can be disposed of locally and which must be forwarded to federal records centers.

PUBLICATIONS AND DIRECTIVES

By now, you are probably familiar with the various publications and directives that are used in a ship's store division. However, as a supervisor, you must know not only the purpose and use of these publications but also how they are procured, issued, stowed, and maintained.

Procurement

Initial supplies of publications and directives (and changes thereto) are automatically distributed to your ship or activity by centralized supply points. The supply points use your distribution code number (assigned in the SNDL to your particular activity) to determine the type and quantities of publications and directives that are essential to your activity's operations. When you require additional copies of publications

and directives, you must requisition them through the normal Navy supply channels and according to your local procedures.

Issuance

Internal distribution of publications is normally a function of the ship's office. Once publications or directives are received by your division, you should establish check-out and check-in procedures for these materials. You can use standard IN-OUT cards which are available through the supply system for this purpose.

Stowage

Aboard ship where space is a problem, you may have to stow publications on the top of your desk, or in a seldom used file cabinet drawer.

The main thing is to make certain that frequently used publications are readily accessible to the people who need to use them. Stow publication-type directives with your other publications, but be sure to place locator sheets in your directives binders so you will know where to find these directives when changes are received.

Maintenance

It is important that you keep all official publications and directives up to date. An out-of-date or poorly maintained publication is practically useless because of the incorrect information or obsolete procedures it might contain. This point cannot be overemphasized in regard to any of the ship's store procurement publications, such as the *Ship's Shore Afloat Catalog* (SSAC) or the *Ship's Store Contract Bulletin*. Remember, out-of-date procurement information often leads to unnecessary delays in the shipment of merchandise.

Thoroughly indoctrinate your personnel on the procedures they should follow for making changes and corrections to publications and directives. As you know, most publication changes contain a cover sheet which gives specific instructions for making changes. Make sure your people read the cover sheet before they attempt to make any changes. Whenever a list of effective pages is included with a change, make sure that the page numbers are checked before any of the removed pages are thrown away. Use the *Navy Supply Corps Newsletter* to verify the accuracy of your NAVSUP publications in terms of the latest changes. The *Newsletter* is distributed

monthly to all Supply Corps officers and to the master and senior chief petty officers who are serving in the AK, DK, SK, MS, and SH ratings.

PROCEDURAL INSTRUCTIONS

As a senior petty officer, you maybe required to assist the supply officer in the preparation of instructions. Supply department instructions should be prepared according to the guidelines furnished in *Shipboard Procedures (NWP-50)* and the requirements of type commanders. Supply department instructions are required by NAVSUP P-487 for prescribing safety precautions and operating instructions for equipment and sanitary regulations for equipment and spaces. However, you do not need to prepare these instructions as long as you have already posted plastic laminated placards incorporating the requirements of cognizant bureaus or commands. In any case, you should post these instructions or requirements in conspicuous places where they may be readily seen by concerned personnel.

You will be required to prepare instructions covering subjects that concern your ship's store division personnel.

- Hours of operation for the ship's stores and related service activities
- Regulations for the procurement, stowage, custody, inventory, and sale of tax-free cigarettes
- Assignment of an authorized inspector of ship's store material
- Appointment of a cash collection agent

POLICY SIGNS

You must post various policy signs, especially in your sales activities. You must place a sign advertising the harmful effects of cigarette smoking in each area where cigarettes are sold, whether they are sold by the pack or by the carton.

You should post a sign to the effect that personal checks and traveler's checks will be accepted up to the amount of the sale. You should also post a sign that explains the ship's store's policy for the returning of defective merchandise that was purchased in the ship's store.

A notice should be posted that special orders can be made through the ship's store office for authorized merchandise that is not carried in

stock. Another sign you should place in full view is a statement that all profits from the ship's store go to the recreation fund.

Some of these signs are available from the ship's store division of NAVRESSO. Consult the *Ship's Store Afloat Visual Merchandising Supplement* on "Basic Display and Signing Requirements" for what is currently available. The other signs you need can be locally prepared. Remember, you should use the standard format prescribed by the *Navy Correspondence Manual* and by the *Directives Issuance System*, part II, in your preparation of policy signs and instructions.

MAINTENANCE AND MATERIAL MANAGEMENT

Every Ship's Serviceman should be familiar with the Ships' Maintenance and Material Management Systems, commonly referred to as the 3-M Systems. The 3-M Systems are a fact of life for any person who is involved in the maintenance of a Navy ship. You will be influenced by your ship's 3-M Systems for as long as you are on duty because these systems will help you to keep your equipment and your spaces working for you.

Your ship's 3-M Systems provide for the orderly scheduling and accomplishment of maintenance. The 3-M Systems include the reporting of information and the management of maintenance support functions. As a senior Ship's Serviceman, you will be involved with the scheduling, inspecting, and reporting of any maintenance in the activities under your control. All the documents and procedures of the 3-M Systems will not be discussed in this chapter. For detailed information, you should refer to the *Ships' Maintenance and Material Management (3-M) Manual*, OPNAVINST 4790.4A. This manual consists of three volumes, but you, the senior Ship's Serviceman, will probably be concerned only with volume 1.

PMS SCHEDULES

One reason for the effectiveness of the 3-M Systems is the orderly scheduling of preventive maintenance actions. When performed according to schedule, these maintenance actions provide the means of identifying any parts requiring replacement prior to failure. This type of preventive maintenance curtails equipment breakdowns that

might result in repeated and costly corrective maintenance actions. As a senior Ship's Serviceman, you will be responsible for helping to establish PMS schedules for the equipment and spaces under your control. There are three PMS schedules with which you will be directly concerned: cycle, quarterly, and weekly. Let's take a brief look at each one.

Cycle Schedule

The cycle schedule displays the maintenance requirements to be performed between major overhauls of the ship. It contains the following information:

1. Ship's name and hull number
2. Work center
3. Effective date of the schedule
4. A listing of maintenance index pages
5. Equipment name
6. Schedules of semiannual, annual, and cycle maintenance requirements divided into quarters after overhaul
7. Quarterly, monthly, and known situation maintenance requirements which must be scheduled each quarter

The cycle schedule is maintained in the ship's departmental office and is used by the department head for preparing the quarterly schedules.

Quarterly Schedule

The quarterly schedule is a visual display of the ship's employment schedule and the PMS requirements to be performed during a specific 3-month period. The schedule, which is updated weekly by the division officer, provides a ready reference to the current status of preventive maintenance for each work center. Spaces are provided for entering the work center, year, quarter after overhaul, the 3 months covered, maintenance index pages (MIP) codes, and maintenance rescheduled to the next quarter.

Thirteen columns, one for each week in the quarter, enable the scheduling of maintenance on a weekly basis. Each column is divided (by tick marks) into 7 days. A line drawn through the appropriate marks represents "at sea" days.

Maintenance requirements are transcribed from the appropriate Quarter after Overhaul and Each Quarter columns of the cycle schedule to the week on the quarterly schedule in which the work can best be accomplished. The quarterly schedule

is used by the work center supervisor for scheduling weekly maintenance. When a maintenance action is completed, it is crossed out. A circle is drawn around incomplete maintenance. The reason for any maintenance requirement that was not completed during the quarter is given on the back of the schedule. The completed quarterly schedule is retained for 1 year as a planned maintenance record.

Weekly Schedule

The weekly schedule shows all planned maintenance scheduled for completion in a work center during a given week. The weekly schedule is posted in the work center and is used by the supervisor to assign personnel to perform the required maintenance. The weekly schedule is also used by the division officer as a basis for updating the quarterly schedules.

The weekly schedule provides the following information:

1. The work center and the appropriate dates.
2. A list of components in the work center.
3. The names of personnel that are assigned to perform specific maintenance requirements.
4. MIP numbers.
5. Columns for listing PMS maintenance requirements to be performed during the week.
6. Outstanding repairs, PM checks, and situation requirements due in the next 4 weeks. (Outstanding repairs are corrective maintenance actions that have not yet been done because they are beyond the capacity of the ship's work force, or because there is a lack of spare parts or proper tools for the job.)

The work center supervisor checks the quarterly schedule and draws up a list of all planned maintenance system (PMS) requirements for the coming week. The supervisor then checks the maintenance index pages (MIPs) for any related maintenance requirements and for daily and weekly PMS checks. (Weekly requirements should generally be entered on Monday for easier rescheduling.) The work center supervisor also fills in the Outstanding Repairs Due column as necessary. After assigning personnel by name to specific maintenance tasks, the supervisor then posts the weekly schedule in the work center.

Maintenance personnel check the weekly schedule by their assignments. After they obtain all the maintenance requirement cards (MRCs), tools, and materials they will need, they start

performing the assigned maintenance work. They report all the completed tasks to the work center supervisor. If the assigned maintenance was not completed, they report the reason why. The supervisor then crosses out all the completed actions and circles those that were not completed. The supervisor reschedules the uncompleted maintenance tasks as conditions permit.

In addition to the maintenance provided by the cycle, quarterly, and weekly PMS schedules, your ship may undergo special types of maintenance during the times when the ship is not in full operation. For example, when your ship is in a yard for overhaul, the general maintenance requirements are usually reduced. The regular PMS schedules and documents are then supplemented by planned maintenance during overhaul (PMDO), MIPs, and MRCs for any inactive systems and equipment on board. PMDO features include

1. maintenance requirements necessary to avoid deterioration of inactive systems,
2. start-up maintenance actions near the end of the overhaul period, and
3. operational testing to ensure system readiness.

RECOMMENDATIONS FOR OVERHAUL OR REPAIR

When you know there is an upcoming yard period or tender availability (TAV) period, you should meet with your division officer and prepare a list of equipment that might need repair or any spaces that may need lagging or changes. Enter this information on an OPNAV 4790/2K, Ship's Maintenance Action Form, commonly known as a "2-Kilo." After the 2-Kilo is approved, you should forward it to the 3-M coordinator to be included with other ships' requests.

As a senior Ship's Serviceman, you must always scrutinize your equipment and spaces for any necessary maintenance. You must be knowledgeable of your PMS schedules and of the policies of your ship in regard to maintenance reports and inspections. For additional information on the 3-M Systems, you should refer to *Ship's Serviceman 3 & 2, Military Requirements for Petty Officer Third Class, Military Requirements for Petty Officer Second Class, Military Requirements for Petty Officer First Class, Military Requirements for Chief Petty Officer*, and the *Ships' Maintenance and Material Management (3-M) Manual*,

OPNAVINST 4790.4A. For special information on maintenance of ship's store equipment, consult your NAVSUP P-487.

COORDINATED SHIPBOARD ALLOWANCE LIST (COSAL)

In addition to your responsibilities in the maintenance of the equipment and spaces under your control, you, as a supervisor, must recognize the need for an up-to-date *Coordinated Shipboard Allowance List* (COSAL). You must make certain that all current changes to the COSAL have been made for new equipment or for any necessary spare parts to the equipment already under your management.

You will not make changes to the COSAL yourself. Your main objective in being familiar with the COSAL is to ensure that all current changes in effect have been made and that validations have been completed by the Storekeepers. This is especially important whenever you have received new equipment, such as a washer, dryer, or dry-cleaning machine. New equipment requires different parts or components, and it is up to you to ensure that the parts that are on the allowance list are authorized to be carried and are carried. If a belt on a washer breaks while you are deployed, and no spare belts are carried, you are in big trouble. You should consult chapter 5, *Storekeeper 3 & 2*, for detailed information on the COSAL, Allowance Parts List (APL), and Allowance Equipage List (AEL).

INSPECTIONS AND AUDITS

Inspections and audits of your sales activities will be an important part of your job as a supervisor. The following section discusses the types of inspections and audits with which you will be concerned and the responsibilities that you, as a leading petty officer, will have for maintaining readiness for such inspections.

SUPPLY MANAGEMENT INSPECTION

A supply management inspection (SMI) is undertaken to determine whether or not the supply department is doing its job for the customers it serves. A supply management inspection is conducted approximately once each year. The inspections are conducted by staff supply officers and senior petty officers of the supply

ratings. Usually, procedures and methods are examined as to whether or not they are following prescribed or approved standards. Records and reports are also examined as to whether or not they meet requirements of law and regulations.

INTERNAL INSPECTION AND AUDIT

As a senior petty officer in the ship's store division, you will be expected to help the ship's store (accountable) officer in establishing an audit system with which you can maintain the accuracy of documents, records, and reports. You will also be expected to initiate an inspection procedure that will guarantee that the prescribed procedures and methods are being followed in the operation of your retail and service activities. Chapters 4 and 5 of this training manual contain information on the procedures for auditing procurement, receipt, and expenditure documents. Chapter 7 also describes the auditing of the closeout of ship's store records and the preparation of returns. The information in these chapters may help you to develop an effective inspection plan for the activities under your control.

In addition, the appendixes in this training manual are provided to help you in determining the inspection and audit procedures you will use. The appendixes include lists of the most common SMI discrepancies in the ship's store and service activity areas. You can check your procedures against these lists to make certain your organization is not committing the same errors.

You should review reports of any previous inspections to ensure that previous discrepancies in your retail and service activities have been corrected. However, the important thing to remember in fulfilling your responsibility as an inspector and auditor is that inspection is a continuing process—not just a hastily performed checkup when you learn that an inspection has been scheduled for your ship. The goal of an internal inspection and audit is to allow you to know what deficiencies exist and what you must do to correct them on a continuing basis.

FLEET ACCOUNTING AND DISBURSING CENTERS (FAADCs) AUDIT

The fleet accounting and disbursing centers (FAADCs) are the organizations that conduct the audits of a ship's store returns. The captions of

the Ship's Store Balance Sheet and Profit and Loss Statement (NAVCOMPT Form 153) are verified with the substantiating documents submitted. If discrepancies are discovered, a letter report is forwarded to the command concerned.

CUSTOMER SERVICES

The success of any ship's store or service activity in meeting its purpose and objectives is dependent to a considerable degree on the face-to-face relationships between the store or service operators and the customers. Desirable merchandise, attractive displays, and prompt services are all important; however, customer satisfaction can only be assured by a conscientious, responsive operator. You, as a supervisor, must impress upon your operators the importance of their jobs to the general morale of shipboard personnel.

Remember, once you have selected an operator, you will have a continuing responsibility to ensure that the operator is making all efforts to improve customer service. You should always encourage all of your operators to be as responsive and helpful to the customer as they themselves would desire to be treated.

PROVIDING RESPONSIVE SERVICES

If your customers are happy and satisfied, you will seldom hear anything about it. However, if there are any dissatisfactions or complaints, you will usually hear about them very quickly.

To make certain you are doing your best to carry wanted ship's store items, you should periodically run a ship's store survey, asking whether the crew is satisfied and what items, if any, they would like to see the retail outlets carry. Remember, however, you are running a ship's store and not a Navy exchange. Just because a person wants some off-the-wall item and you have determined it not to be of general interest, you should not have to carry it as stock. That is what special orders are for.

You can find a detailed discussion of the importance of effective customer services to the Navy in *Ship's Serviceman 3 & 2*, module 1, chapter 4. You should also consult the *Navy Customer Service Manual* for additional information.

EVALUATING CUSTOMER SERVICES

As mentioned earlier, a good indication of troublespots are the complaints that you will receive. Most of the complaints received aboard ship are concerned with the ship's laundry, and most of those complaints involve lost or misplaced clothing. You may want to change your laundry's procedures for the logging in and out of division laundry bags. You may want to institute more training on the wash decks on sorting and the use of identification markers. You should examine carefully any improvements you can make on your existing procedures.

The main complaint you will encounter about the barbershop is usually concerned with a bad haircut. About all you can do is to give your barbers more instruction and let them have more practice. Unfortunately, your customers may have to live with any mistakes your barbers make until time for the next haircut.

RESOLVING CUSTOMER COMPLAINTS

You, as a senior Ship's Serviceman, will be expected to investigate any complaints from the crew about the ship's service operation. As previously mentioned, the main complaint will be concerned about missing or damaged laundry. You will first have to determine if the clothes were actually deposited for cleaning or repair. If they were, then you must determine the circumstances of the loss or damage. If damage has resulted in the ship's laundry, use the following information to determine what the proper reimbursement recommendation should be.

Loss Of or Damage To Personal Apparel

When losses of or damage to personal apparel occur through the operation of a ship's store laundry, dry-cleaning facility, or tailor shop, a claim for reimbursement can be submitted to the commanding officer via the ship's store officer.

After a recommendation has been made from the ship's store officer, the commanding officer will determine the amount to be paid as

reimbursement for loss of or damage to personal clothing. The amount is based on factors such as the original cost, current market value, length of time in use, and whether or not the article is repairable. Articles that can be repaired will be deleted from the claim and will be repaired without charge.

You can use the table in figure 3-9 as a guide for determining claim value for personal clothing. Use the following steps to calculate the value:

1. Determine the life expectancy rating for the article. Basically, life expectancy ratings are

- a. all washable items—2 years, and
- b. clothing to be dry cleaned only—4 years.

2. Find out the age of the article from the owner, then read down the table under the applicable life expectancy to the age of the article.

3. Determine the condition of the article either from investigation or from a statement from the owner. Three levels of condition are defined in

relationship to the amount of use and care the article has had.

a. Excellent condition—having the appearance of an exceptionally well-cared-for article that looks like new

b. Average condition—having an appearance expected of an article that has had reasonable use, considering its age

c. Poor condition—having the appearance of extensive use, but not of abuse

4. From the age of the article, read right to the applicable Adjustment Values column and determine the claim value by multiplying the replacement cost (cost of acquiring a new article of comparable quality) by the percentage figure.

EXAMPLE:

Summer white shirt: Replacement cost—\$9.75;
 Life expectancy—2 years;
 Actual age—11 months;
 Condition—average;
 Adjustment value—60% of \$9.75 = \$5.85.

Life Expectancy Rating of Article		Adjustment Values		
Two Years	Four Years	Percentage of Replacement Cost Condition of Clothing		
Age of Article in Months		Excellent	Average	Poor
0 through 4	0 through 4	100%	100%	100%
5 through 7	5 through 13	75%	75%	60%
8 through 13	14 through 25	70%	60%	45%
14 through 19	26 through 37	50%	40%	30%
20 through 25	38 through 49	30%	20%	15%
26 months and older	50 months and older	20%	15%	10%

79.54

Figure 3-9.—Chart of claims adjustment values.

CLAIM FOR LOSS OR DAMAGE OF PERSONAL CLOTHING

USS _____

DATE _____

I, _____, USN
(Full Name) (Rank/Grade)

certify that the following articles of personal clothing were lost or damaged
(Circle one)
in the ships store for which reimbursement is claimed as per NAVSUP Pub 487,
par. 8202:

Description of Articles	Quantity	Original Purchase Cost	Number of months in Use	Claim Value

TOTAL CLAIMED _____

Signature of Claimant

This claim has been investigated and the loss or damage has/has not been
(Circle as applicable)
established. Reimbursement in the amount of \$ _____ is recommended. This
expense is chargeable to Ships Store Profits, Navy (17X8723.2301 75400).

Signature of Ship's Store Officer

The disbursing officer is directed to reimburse the claimant in the amount
of _____ dollars and _____ cents. The expenditure of Ship's Store Profits, Navy
authorized is considered necessary or desirable for the morale of the
personnel under my command.

Signature of Commanding Officer

Paid in cash \$ _____ on _____
Amount Date Signature of Payee

Distribution: Original: disbursing returns
Duplicate: disbursing files
Triplicate: ships store retained returns

79.55

Figure 3-10.—Claim for loss of or damage to personal clothing.

Procedure for Handling Claims

An original and two copies of a claim, similar to the one in figure 3-10, should be prepared by the individual who is making the claim and should be forwarded to the commanding officer via the ship's store officer. After the claim has been approved and the commanding officer has authorized and directed payment, the individual (payee) will present all copies of the claim to the disbursing officer for payment. For cash payments, the disbursing officer will obtain the payee's signature on the original claim under the space headed Paid by Cash. The disbursing officer will then furnish to the ship's store officer one copy of each paid claim and two copies of the Reimbursement Voucher (Standard Form 1129). One copy of the Standard Form 1129 will be submitted with the ship's store returns, and one copy (with a copy of the approved claim attached) will be filed with the retained returns.

SAFETY PRECAUTIONS

You, as a senior Ship's Serviceman, have the obligation to be aware of all safety rules and ship's

instructions. You must also make certain your troops are aware of the rules and are complying with the instructions. Most safety rules are just common sense, but rules are often ignored if they are not strongly enforced. Violations range from the laundryman's inserting an object in a laundry press button (so as not to have to use both buttons) to your troops not wearing hard hats while they are out on deck during an UNREP. Safety rules are mostly little things, but if they are ignored, they can become big problems for you as a supervisor. Be aware of your ship's rules and insist upon absolute compliance on the part of your people.

As you have probably recognized, a manager's job is not really an easy one. Being a good supervisor and leader will be the most important goal you can achieve as a senior Ship's Serviceman—and it will be the most difficult one. In all of your management responsibilities and duties, you can do the best possible job if you can just keep three rules in mind:

Know your job.

Know your people.

Know yourself.

